

# DEPARTMENT OF VETERANS AFFAIRS



## ENTERPRISE ARCHITECTURE PROGRAM PLAN FOR FY09

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November 2008

Prepared by the  
Office of Enterprise Architecture and Innovation (005E1)

## EXECUTIVE SUMMARY

The Office of Management and Budget mandates that, "Agency EA programs should deliver results-oriented products and services to inform business decisions and increase the efficiency and effectiveness of IT investments, program management and agency operations."<sup>1</sup>

The purpose of the **One VA** EA Program Plan is two-fold. First, it captures the planning and programming guidance in a single document to assist in budget justifications and Statement of Work (SOW) development. Second, it breaks down the actual work to be accomplished on an annual basis by the practice. The details are documented in a work breakdown schedule in a MS Project Gantt chart. The **One VA** EA Program Plan provides information for managing and controlling the EA practice at VA.

The **One VA** EA Program Plan is one of a series of four foundational documents the Chief Architect uses to manage the EA practice within the Department. The three remaining documents are:

- **One VA** EA Practice Guidance – Provides essential strategy, planning factors, and guidance to enable an effective EA practice.
- **One VA** EA Value and Performance Measurement Plan – Describes how the EA practice at the Department of Veterans Affairs assesses the performance of the EA practice and evaluates the value of the Enterprise Architecture (EA) to the Department.
- **One VA** EA Communications and Training Plan – Describes the plan for communications activities with stakeholders and EA training supporting the EA practice.

Recommendations for changes should be forwarded to the Department of Veterans Affairs Chief Architect, Office of Enterprise Architecture and Innovation, 801 I Street NW, Washington, D.C. 20001.

This document supersedes the **One VA** Program Management Plan, Version 4.3, November 11, 2007.

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<sup>1</sup> Federal Enterprise Architecture Practice Guidance, November 2007

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## REVISION HISTORY

| Date       | Version | Change Description       | Authority       |
|------------|---------|--------------------------|-----------------|
| 02/28/2007 | 4.3     | 2008 Program Update      | Chief Architect |
| 10/15/2008 | 4.3     | Update for FY08 Closeout | Chief Architect |
| 12/10/2008 | 5.0     | FY09 Planning            | Chief Architect |
|            |         |                          |                 |
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|            |         |                          |                 |
|            |         |                          |                 |

## 1. INTRODUCTION

This document contains the planning and programming guidance for the EA practice at VA. Execution of this program plan will allow for optimal planning whether it be a top-down or bottom-up approach by bringing together different perspectives of business and technology throughout the enterprise. Decision-making capabilities are enhanced by providing comprehensive views of current capabilities and resources while keeping in mind a number of future scenarios that may require changes in processes and resources. Lastly, the EA Program provides for improved communication throughout the enterprise. Open information sharing and the wealth of knowledge provided by the EA repository allows on demand access to current, pertinent information to best support the enterprise.

### 1.1. Purpose

While EA's purpose is to bring about a more efficient and responsive VA to better serve our veterans, it is the purpose of this document to describe how to bring about a more efficient and responsive EA. The purpose of the *One VA EA Program Plan* is two-fold. First, it captures the planning and programming guidance in a single document to assist in budget justifications and Statement of Work (SOW) development. Second, it breaks down the actual work to be accomplished on an annual basis by the practice. The details are documented in a work breakdown schedule in a MS Project Gantt chart. The efficiencies derived from knowing the information contained in the *One VA EA Program Plan* will manifest themselves in improved planning, organization and control of the EA practice at VA.

### 1.2. Scope

This document describes the EA program for fiscal year 2009. It is updated annually to order to support budget development and submission to OI&T. It covers all facets of the enterprise architecture practice in OI&T.

### 1.3. Intended Audience

The intended audience for this document is the Office of IT Enterprise Strategic Policy, Plans, and Programs, Business and Administrative Executives (BX and AX), the Chief Architect in the Office of Enterprise Architecture and Innovation (OEA&I) and analysts supporting development of the SPP budget.

### 1.4. Changing This Document

The *One VA EA Program Plan* is configuration controlled under the authority of the Enterprise Architecture Council (EAC). Changes will be submitted to the Department of Veterans Affairs Chief Architect, Office of the Enterprise Architecture and Innovation (OEA&I) for review and approval by the EAC.

### 1.5. Structure of This Document

This document is made up of 6 sections that are described in the Table 1-1 below.

Table 1-1 EA Program Plan Contents

| Section | Title                               | Description   |
|---------|-------------------------------------|---|
| 1       | Introduction                        | This section provides introductory information such as the document's purpose, scope, intended audience, and relationships to other efforts. It concludes with a description of the organization of the document. |
| 2       | Office of Enterprise Architecture   | This section provides a description of the Office of Enterprise Architecture, the organization executing the EA program.  |
| 3       | Program Description                 | This section describes the key initiatives making up the EA program plan.   |
| 4       | Human Resources                     | This section describes the human resources necessary to execute the EA program.   |
| 5       | Financial Resources                 | This section describes the financial resources necessary to execute the EA program.   |
| 6       | Performance                         | This section describes the performance measurement activities for the EA program.   |
| 7       | Appendix A Glossary                 | This appendix contains the acronyms and terms used in this document.  |
| 8       | Appendix B Current Program Schedule | This appendix contains high-level and detailed versions of the work breakdown schedule for FY08/FY09.   |

## 2. OFFICE OF ENTERPRISE ARCHITECTURE AND INNOVATION

The **One VA** EA program is executed by the Office of Enterprise Architecture and Innovation (OEA&I) for Deputy Assistant Secretary for IT Enterprise Strategy, Policy, Plans and Programs (SPP).

### 2.1. Description

To accomplish the tasks and activities derived from the goals and objectives previously discussed, the Office of Enterprise Architecture and Innovation (OEA&I) is organized under the Office of IT Enterprise Strategy, Policy, Plans, and Programs (SPP). The OEA&I structure, responsibilities, and major deliverables are described in the paragraphs that follow.

#### 2.1.1. Structure

The organizational structure for OEA&I is shown in Figure 2-1 below. The three branches within OEA&I are Technical Architecture & Innovation, Applied Architecture, and Business Architecture.

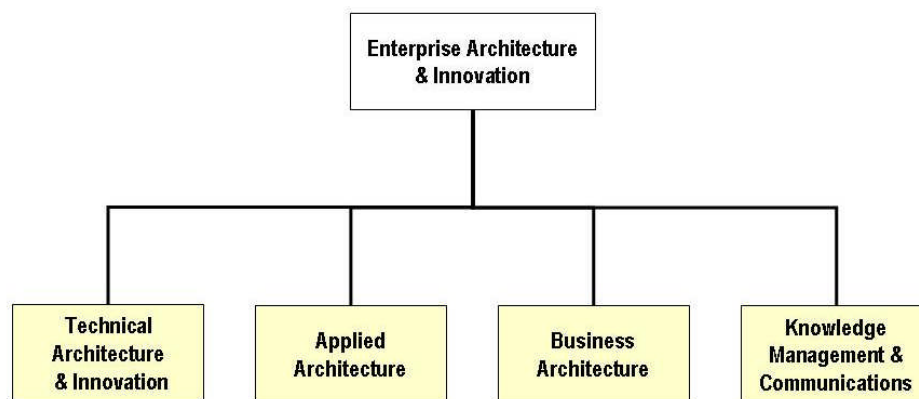


Figure 2-1 OEA&I Organizational Chart

#### 2.1.2. Responsibilities

The assignment of responsibilities and major deliverables within OEA&I is shown in Table 2-2 below.

Table 2-2 – OEA&I Responsibility and Deliverables

| OEA&I Directorate                     | Responsibilities  | Deliverables  |
|---------------------------------------|---|---|
| Technical Architecture & Innovation   | Perform technical assessments in support of the PATSB                     | <ul style="list-style-type: none"><li>• Technical Assessment Checklists</li><li>• Technical Reference Model</li></ul> |
| Applied Architecture                  | Develop the <b>One VA</b> EA artifacts and products excluding the TRM     | <ul style="list-style-type: none"><li>• EA 5.0</li></ul>  |
| Business Architecture                 | TBD   | <ul style="list-style-type: none"><li>• TBD</li></ul>   |
| Knowledge Management & Communications | Develop the systems that store and provide access to the <b>One VA</b> EA | <ul style="list-style-type: none"><li>• EA Repository</li></ul>   |

### 3. PROGRAM DESCRIPTION

The **OneVA** EA Program consists of three initiatives: Management, Development, and Technical Services guided by goals and objectives aligned with the Departments' business and IT strategy. This section contains the strategic planning factors for each initiative and a high-level description of the EA program to implement the strategies.

#### 3.1. EA Strategy

The **OneVA** EA Program will develop and implement an EA that is business-driven and aligned to the Department's mission. A line-of-sight comparison of the VA Strategic Goals, VA IT Strategic Goals, and the EA Program Goals and Objectives in Table 1 below, shows the **OneVA** EA Program is aligned with all levels of Department strategy.

Table 3-1 – EA Program Alignment

| VA Strategic Goal   | IT Strategic Goal  | IT Initiative  | EA Strategy   | EA Goal & Objectives.  |
|---|--|--|---|--|
| <u>Enabling Objective</u><br><u>E-4:</u><br>Improve the overall governance and performance of VA by applying sound business principles; ensuring accountability; employing resources effectively through enhanced capital asset management, acquisition practices, and competitive sourcing; and linking strategic planning to budgeting and performance. | <u>IT Priority 3:</u><br>Establish Programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal Agencies with which we interact.  | Develop and implement the security architecture.                         | <b>OneVA</b> EA will use segment architectures to achieve sufficient detail for supporting IT investment decisions. | The <b>OneVA</b> EA will be described by a prescribed set of segments <ul style="list-style-type: none"> <li>• Complete one Core Mission Segment architecture in FY 09</li> <li>• Complete one Business Support segment architecture in FY 09</li> <li>• Complete one Enterprise Support segment architecture in FY 09</li> </ul>                |
| <u>Enabling Objective</u><br><u>E-4:</u><br>Improve the overall governance and performance of VA by applying sound business principles; ensuring accountability; employing resources effectively through enhanced capital asset management, acquisition practices, and competitive sourcing; and linking strategic planning to                            | <u>IT Priority 7:</u><br>Effectively manage the Veterans Affairs IT appropriation to ensure sustainment and modernization of the IT infrastructure and more focus on application development to meet increasing and changing requirements of our business units. | Implement an IT multi-year Programming and Portfolio Management process. | The <b>OneVA</b> EA Segments will align with the VA Budget Structure  | The <b>OneVA</b> EA will support IT portfolio management and capital planning and investment control: <ul style="list-style-type: none"> <li>• 100% of EAC technical assessments will use the latest version of the <b>OneVA</b> EA</li> <li>• 100% of PATSB technical assessments will use the latest version of the <b>OneVA</b> EA</li> </ul> |



| VA Strategic Goal   | IT Strategic Goal  | IT Initiative   | EA Strategy   | EA Goal & Objectives.  |
|---|--|---|---|--|
| budgeting and performance.  |  |   |   |  |
| Enabling Objective<br>E-4:<br>Improve the overall governance and performance of VA by applying sound business principles; ensuring accountability; employing resources effectively through enhanced capital asset management, acquisition practices, and competitive sourcing; and linking strategic planning to budgeting and performance. | IT Priority 3:<br>Establish Programs to make VA's IT systems more interoperable and compatible, not only within VA but with other Federal Agencies with which we interact. | Migrate AMAS/BOSS to the VA Enterprise Architecture (EA) SOA standard platform. | The <b>OneVA</b> EA will have a Services Framework to facilitate SOA planning across the Department | Establish the <b>OneVA</b> EA as a service oriented architecture:<br><ul style="list-style-type: none"> <li>• Complete a Services Framework and Catalog in FY09</li> </ul> |

### 3.2. Program Description

The **OneVA** EA is an integral part in a broader set of inter-related IT management activities that collectively enable VA leadership and business owners to define a vision, develop strategies and plans for achieving the vision, make resource decisions, implement strategies, develop and operate IT solutions, and evaluate performance. As noted in Figure 3-1 below, the enterprise architecture provides the direction needed to help Administrations and Staff Offices identify and refine business needs and concept papers. The EA also serves as a guide to assist the IT development community in the creation of enterprise and system requirements needed to develop IT solutions. The EA further provides the end-state vision for the VA IT Strategic Plan. The EA directly influences the development of multi-year programming guidance, the IT multi-year portfolio, the IT budget, and specific initiative program and project plans

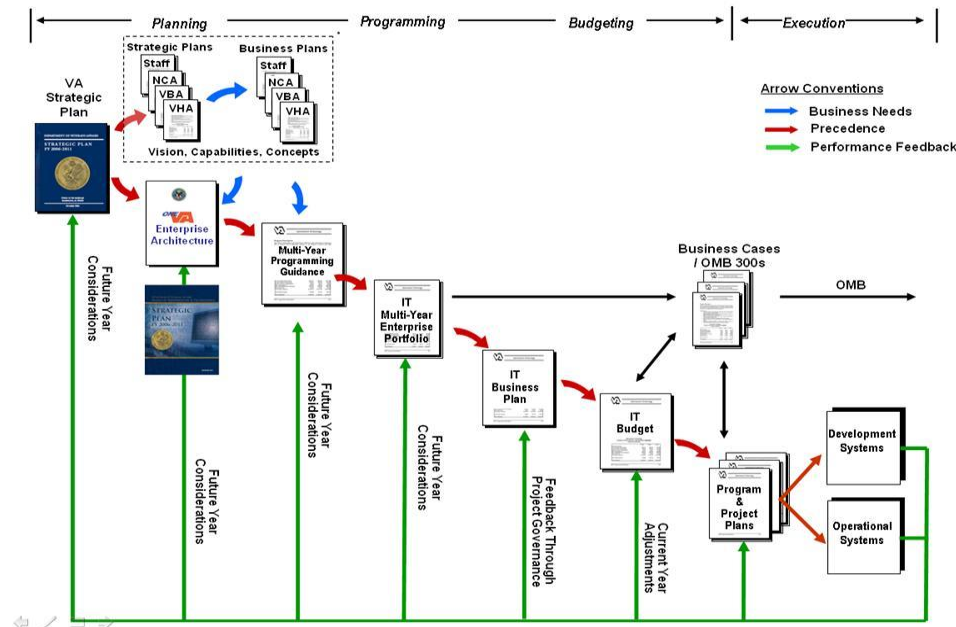


Figure 3-1 – VA IT Management Order of Precedence

The **One VA** enterprise architecture program is made up of three tracts: Management, Development, and Use. The Management tract produces the planning documentation necessary for management and oversight of the **One VA** EA program. This includes the EA Practice Guidance, EA Training and Communications Plan, EA Program Plan, and EA Value Plan. The second tract, Development, creates the artifacts and products describing the **One VA** EA. These artifacts are described in detail in Section 5 and cross-referenced with OMB requirements in Appendix 3. The third tract, Use, reflects the analysis of the second tract's information and development of artifacts customized for use in other processes. Examples of other processes include System Design and Development, Needs Identification, IT Portfolio Management & Programming, Strategic Planning, and OMB Reporting.

The **One VA** enterprise architecture (EA) program is depicted graphically in Figure 3-2 below.

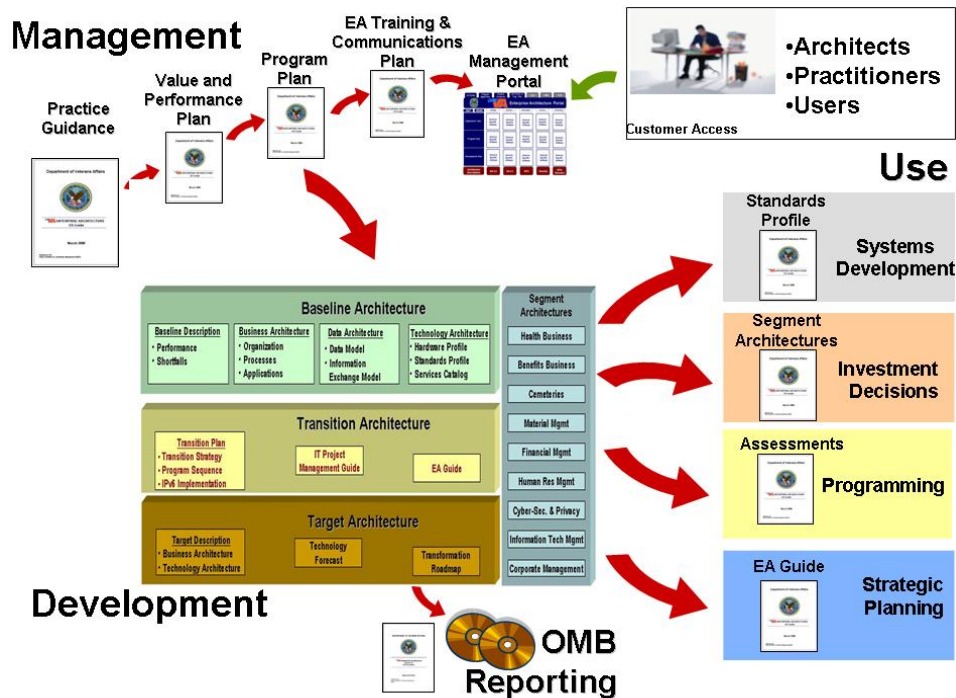


Figure 3-2 OneVA EA Program Overview

For the coming calendar year, the focus of the EA program is re-establishment of the EA practice following the reorganization of the Office of Information and Technology. This includes significant tasks such as re-energizing governance through the EAC; streamlining the EA with Version 5.0; connecting to other SPP functions to include IT Strategy, Business Relationship Management and Programming; and connecting other architecture efforts, both inside and outside VA.

### 3.3. EA Program Initiatives

The OneVA EA Program for FY 2009 consists of 9 initiatives and reflects the work of the Applied Architecture Office in OEA&I. An overview of the outcomes for EA Version 5.0 can be seen in Figure 3-3 below. A detailed explanation of each EA artifact and product can be found in the OneVA EA Practice Guidance. The initiatives producing the EA outputs constitute the EA program plan and are listed below. Each will be described in greater detail in the following sections.

- Manage EA,
- Govern EA,
- Develop Baseline Architecture,
- Develop Target Architecture,
- Develop Transition Architecture,
- Develop Segment Architectures,
- Perform Technical Assessments,
- EA Repository & Tools, and

- OMB Reports.

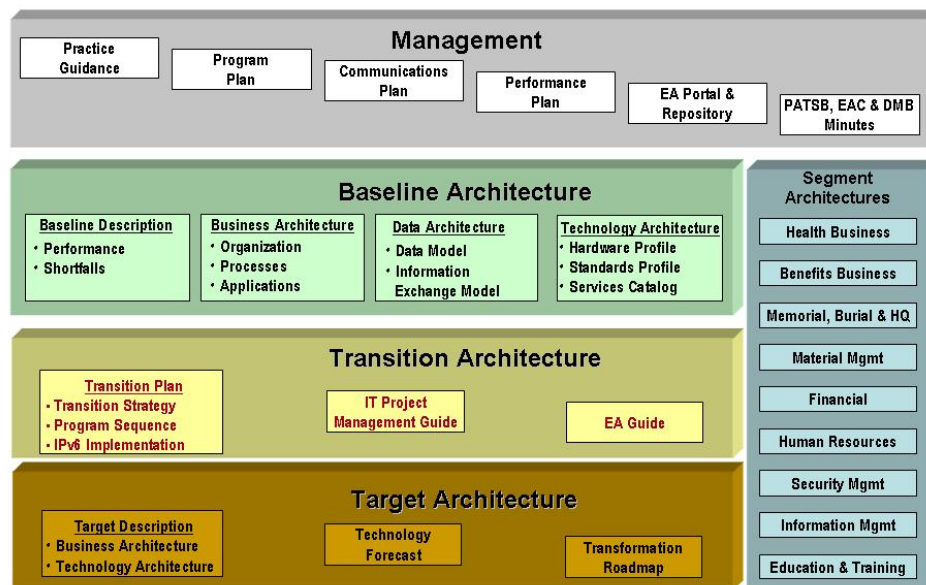


Figure 3-3: EA 5.0 Overview

### 3.3.1. Manage EA

The *Manage EA* initiative is responsible for developing policy and management guidance enabling the EA practice at VA. The outputs of this initiative include documents such as VA Directive 6051, the *One VA EA Practice Guidance*, the *One VA EA Communications and Training Plan*, the *One VA EA Value and Performance Plan* and this document the *One VA EA Program Plan*.

### 3.3.2. Govern EA

The *Govern EA* initiative is responsible for performing support functions for the Enterprise Architecture Council (EAC), the governing body where decisions on EA topics are made. The support functions include developing agendas of relevant topics for the EAC, socializing those agenda items with stakeholders prior to EAC meetings, and facilitating the actual EAC meetings. The outputs of this initiative include a governance process, an EAC charter, EAC meeting minutes, and presentations for the meetings themselves.

### 3.3.3. Develop Baseline Architecture

The *Develop Baseline Architecture* initiative is responsible for gathering data on the existing enterprise architecture at VA, describing it in a structured set of artifacts, and analyzing its characteristics which are reported in various artifacts and products. The outputs of this initiative include a Baseline Description, Business Architecture, Data Architecture, and Technology Architecture. More detailed products include performance, shortfalls, organization descriptions, process descriptions, data models, information exchange models, hardware profile, standards profile, and services catalog.

### 3.3.4. Develop Target Architecture

The *Develop Target Architecture* initiative is responsible for gathering data on the future enterprise architecture at VA, describing it in a structured set of artifacts, and analyzing its characteristics which are reported in various Target Architecture artifacts and products. The outputs of this initiative include a Target Architecture Description covering business and technology architectures, a Technology Forecast, and a Transformation Roadmap.

### 3.3.5. Develop Transition Architecture

The *Develop Transition Architecture* initiative is responsible for gathering data on new and existing VA programmed investments, describing them in a structured set of artifacts, and analyzing their characteristics which are reported in the Transition Plan and summarized in the EA Guide. The outputs of this initiative include the Transition Plan, EA Guide, and IT Project Management Guide.

### 3.3.6. Develop Segment Architectures

The *Develop Segment Architectures* initiative is responsible for gathering data on the core mission, business service and enterprise service segments at VA, capturing the data in a structured set of work sheets and reporting templates provided by OMB in the Federal Segment Architecture Methodology. The primary deliverables for this initiative are the populated set of the OMB templates populated for the segments reported to OMB. The names and descriptions of each segment are located in the *One VA* EA Practice Guidance.

### 3.3.7. EA Repository & Tools

A dedicated EA tool is not necessary until such time as the amount of data and information become unmanageable with the MS Office Suite of tools. At that time a comprehensive trade study will be undertaken identifying requirements and selecting an affordable “best of breed” tool for the *One VA* EA. The approved tools for the *One VA* EA are shown in Table 3-2 below.

Table 3-2 – *One VA* EA Tools

| Tool Name   | Function              | Process                  |
|-------------|-----------------------|--------------------------|
| Excel       | Spreadsheet           | Business & Data Modeling |
| PowerPoint  | Graphics              | EA Development           |
| Visio       | Model Depictions      | Business & Data Modeling |
| TBD         | Portal GUI            | Communications           |
| Repositorys |                       |                          |
| Metis       | Architecture Modeling | EA Development           |
| Caliber     | Portal GUI            | Communications           |
| EE          | Portal GUI            | Communications           |

## 4. HUMAN RESOURCES

Staffing requirements are necessary components of any IT-related project pursued by VA. To the extent possible, specific qualifications for each staff position are also required. VA staff managers are to fill these positions with only qualified personnel. Workforce requirements planning will incorporate turnover, vacations, and sick leave to the extent possible. Project employees will maintain an on-going training regimen to maintain and enhance the skills required to support the project. Training regimens will be components of and fully funded by the project's budget.

The following table identifies the stakeholders of the EA Program, their roles, and responsibilities.

**Table 4-1 – OEA&I Roles and Responsibilities**

| EA Team Position  | Role  | Responsibilities   |
|---|---|--|
| <b>Secretary of Veterans Affairs</b>  | EA Program Sponsor and Executive Leadership | Champion of EA Program.<br>Provide resources.<br>Assist in resolving high-level EA issues.   |
| <b>Assistant Secretary of Veterans Affairs &amp; Chief Information Officer</b>            | Executive Leadership and decision-making    | Facilitate the establishment and on-going operation of the EA Program.<br>Lead resolution of high-level EA issues.<br>Integrate EA and other governance.<br>Ensure Strategic Alignment of the EA plan to VA Strategic Plan |
| <b>Chief Architect</b><br><i>Office of Enterprise Architecture Management (OEA&amp;I)</i> | EA Program Manager                          | EA Program oversight. Approve the EA framework and documentation methodology. Identify EA standards and approve EA configuration management recommendations.   |
| <b>Senior Architect</b><br><i>OEA&amp;I &amp; Selected Administrations</i>                | EA Director                                 | Manage the EA Projects and documentation process.<br>Implement the EA framework and documentation methodology.<br>Identify EA standards and manage EA configuration management sub-process.                                |
| <b>Architect</b><br><i>OEA&amp;I &amp; Selected Administrations</i>                       | EA Developer and Project Leads              | Execute EA Projects and documentation process. Implement the EA framework and documentation methodology.<br>Identify EA standards and implement EA configuration management sub-process.                                   |
| <b>Systems Architect</b><br><i>OEA&amp;I &amp; Selected Administrations</i>               | Analysis and Design                         | Provide technical analysis and design support for systems-related EA component selection and implementation.<br>Ensure that IT systems meet migration and interoperability requirements.<br>Support EA documentation.      |



| EA Team Position  | Role                             | Responsibilities  |
|---|----------------------------------|---|
| <b>Data Architect</b><br><i>OEA&amp;I &amp; Selected Administrations</i>                                      | Analysis and Design              | Provide technical analysis and design support for database-related EA component selection and implementation.<br>Ensure that databases meet integration and interoperability requirements.<br>Support EA documentation. |
| <b>EA Tool Subject Matter Expert (SME)</b><br><i>Office of Enterprise Architecture Management (OEA&amp;I)</i> | Application and database support | Maintenance of EA Software Application.<br>Maintenance of EA repository and information.  |
| <b>Web Developer</b>  | Web Support                      | Maintenance of EA website, associated content, and links to other websites as needed.   |
| <b>End-Users:</b><br>Administration Subject Matter Experts (SME)  | Requirements Identification/QA   | Identify end-user requirements for EA components.<br>Provide feedback on the effectiveness of solutions.  |
|   |                                  |   |

#### 4.1. Skills

Table 4-2 – OEA&I Skills

| Skill           | Description  | Government Occupation | Contractor Equivalent |
|-----------------|--|-----------------------|-----------------------|
| Chief Architect | EA Program oversight. Approve the EA framework and documentation methodology. Identify EA standards and approve EA configuration management recommendations.   | SES                   |                       |
| Director        | Manage the EA Projects and documentation process. Implement the EA framework and documentation methodology. Identify EA standards and manage EA configuration management sub-process.                | GS-2210-15            | Senior Architect      |
| IT Analyst      | Execute EA Projects and documentation process. Implement the EA framework and documentation methodology. Identify EA standards and implement EA configuration management sub-process.                | GS-2210-14            | Architect             |
| IT Analyst      | Assist Architects execution of EA Projects and documentation. Implement the EA framework and documentation methodology. Identify EA standards and implement EA configuration management sub-process. | GS-2210-13            | Practitioner          |

|            |   |            |                   |
|------------|---|------------|-------------------|
| IT Analyst | Assist Architects execution of EA Projects by modeling selected business, data, or technical activities. Implement the EA framework and documentation methodology. Identify EA standards and implement EA configuration management sub-process. | GS-2210-12 | Modeler           |
| IT Analyst | Assist Chief Architect oversight of EA program by providing logistical planning and support.  | GS-303-08  | Meeting Planner   |
| IT Analyst | Assist Chief Architect oversight of EA program by providing logistical planning and support.  | Intern     | Meeting Secretary |

## 4.2. Organizational Assignments

OEA&I is organized into three branches Technical Architecture & Innovation, Applied Architecture, and Business Architecture, shown in Figure 4-3 below.

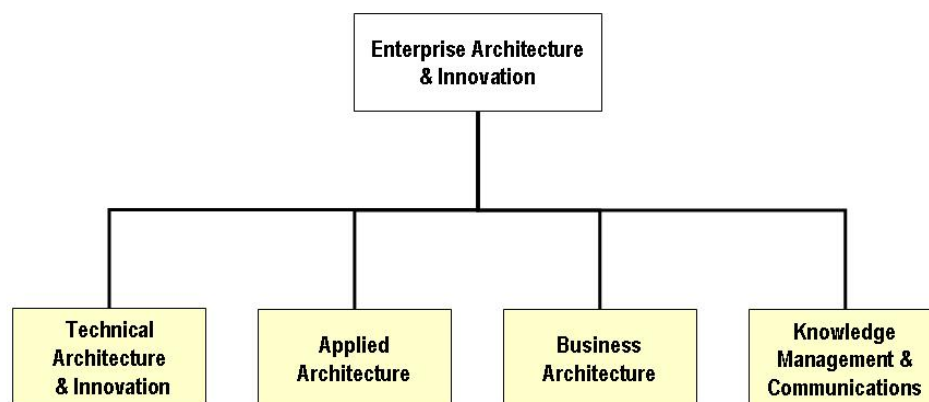


Figure 4-3 – OEA&I Organizational Assignments

## 4.3. Allocations

The Work Breakdown Schedule (WBS) for the EA Practice is shown in APPENDIX C. Each major WBS activity has been allocated to an OEA&I organization in Table 4-4 below. It is assumed all the sub-activities under the major WBS Number will be executed by the assigned organizations and assigned contractors. These allocations can be changed by the DAS SPP or Chief Architect at any time. Currently all tasks in this program plan are performed by the Applied Architecture Directorate of OEA&I.

Table 4-4 – Workforce Task Allocation

| WBS Number | Organization                        |
|------------|-------------------------------------|
| None       | Technical Architecture & Innovation |



|                    |  |
|--------------------|--|
| Line 1 through 157 | Applied Architecture                     |
| None               | Business Architecture                    |
| None               | Knowledge Management &<br>Communications |

## 5. FINANCIAL RESOURCES

### 5.1. Requirements

These figures represent the budget for the EA program taking into account the current scope of the program. The EA program is ongoing and maintaining funding is important in keeping EA information up-to-date and useful.

**Table 5-1 – VA EA Program Budget 2008-2009**

|   | 2009                | FTE | Labor Hrs | Capital | Training | Travel | Total Budget |
|---|---------------------|-----|-----------|---------|----------|--------|--------------|
| 1 | Personnel           |     |           |         |          |        |              |
| 2 | Hardware & Software |     |           |         |          |        |              |
| 3 | Contractor Support  |     |           |         |          |        |              |

**Table 5-2 – VA EA Program Budget 2009-2010**

|   | 2009                | FTE | Labor Hrs | Capital | Training | Travel | Total Budget |
|---|---------------------|-----|-----------|---------|----------|--------|--------------|
| 1 | Personnel           |     |           |         |          |        |              |
| 2 | Hardware & Software |     |           |         |          |        |              |
| 3 | Contractor Support  |     |           |         |          |        |              |

**Table 5-3 – VA EA Program Budget 2010-2011**

|   | 2010                | FTE | Labor Hrs | Capital | Training | Travel | Total Budget |
|---|---------------------|-----|-----------|---------|----------|--------|--------------|
| 1 | Personnel           |     |           |         |          |        |              |
| 2 | Hardware & Software |     |           |         |          |        |              |
| 3 | Contractor Support  |     |           |         |          |        |              |

## 5.2. Authorization

The EA Program receives its annual funding authorization once the OI&T and SPP authorizations processes are completed. The funding authorization for FY 2008 is shown in Table 5-7 below.

**Table 5-7 – VA EA Program Authorization 2008**

|   | 2008                   | FTE | Labor<br>Hrs | Capital | Training | Travel | Total |
|---|------------------------|-----|--------------|---------|----------|--------|-------|
| 1 | Personnel              |     |              |         |          |        |       |
| 2 | Hardware &<br>Software |     |              |         |          |        |       |
| 3 | Contractor<br>Support  |     |              |         |          |        |       |

**Table 5-7 – VA EA Program Authorization 2009**

|   | 2008                   | FTE | Labor<br>Hrs | Capital | Training | Travel | Total |
|---|------------------------|-----|--------------|---------|----------|--------|-------|
| 1 | Personnel              |     |              |         |          |        |       |
| 2 | Hardware &<br>Software |     |              |         |          |        |       |
| 3 | Contractor<br>Support  |     |              |         |          |        |       |

## **6. Performance**

The plan for measuring and evaluating the EA program is explained in the EA Value Measurement Plan.

## 7. APPENDIX A: GLOSSARY

### 7.1. Acronyms

|          |  |
|----------|--|
| BRM      | Business Reference Model   |
| CFO      | Chief Financial Officer  |
| CIO      | Chief Information Officer  |
| DRM      | Data Reference Model   |
| FASA     | Federal Acquisition Streamlining Act of 1994                       |
| FEA      | Federal Enterprise Architecture                                    |
| FEA SPP  | Federal Enterprise Architecture Security and Privacy Profile       |
| FIPS PUB | Federal Information Processing Standards Publication               |
| FISMA    | Federal Information Security Management Act of 2002                |
| HIPAA    | Health Insurance Portability and Accountability Act of 1996        |
| IG       | Inspector General  |
| IT       | Information Technology   |
| NIST     | National Institute of Standards and Technology                     |
| NIST SP  | National Institute of Standards and Technology Special Publication |
| OI&T     | VA Office of Information and Technology                            |
| OEA&I    | Office Of Enterprise Architecture and Innovation                   |
| OMB      | Office of Management and Budget                                    |
| PIA      | Privacy Impact Assessment  |
| POA&M    | Plan of Action and Milestones                                      |
| PRM      | Performance Reference Model  |
| SPP      | VA Office of IT Enterprise Strategy, Policy, Plans & Programs      |
| SRM      | Service-Component Reference Model                                  |
| TRM      | Technology Reference Model   |

### 7.2. Terms

#### Term

#### Definition

|                          |  |
|--------------------------|--|
| Alternatives Analysis    | Definition and comparison of viable alternatives to fulfill business and information management requirements and implement target architecture. For more information on alternative analysis for major IT investments, refer to <i>OMB Circular A-11 Section 300</i> .   |
| Baseline Architecture    | Describes the current (“as is”) state of the agency in terms of performance, business, data, services, and technology.   |
| Business Case            | Provides the justification for an investment. For more information on business cases for major IT investments, refer to <i>OMB Circular A-11 Section 300</i> .   |
| Business Services        | Defined by the agency business model, business services include the foundational mechanisms and back office services used to achieve the purpose of the agency, e.g., inspections and auditing, direct loans, program monitoring, and financial management   |
| Change Drivers           | Strategic, policy, performance and industry factors impacting the design and implementation of business and information management solutions. A mature EA program monitors change drivers and applies relevant drivers to maintain the enterprise architecture.  |
| Component                | <ol style="list-style-type: none"><li>1. Hardware, software, environmental factors, and their associated configurations and documentation, which together or separately are configured items.</li><li>2. Software or hardware elements approved for inclusion into at least one regional product.</li></ol> SOURCE: SSG - Computing & Network Operations Business Process Management |
| Core Mission Areas       | Unique service areas that define the mission or purpose of the agency. Core mission areas are defined by the agency business model (e.g., tactical defense, air transportation, energy supply, pollution prevention and control, and emergency response).  |
| Cross-Agency Initiatives | OMB-sponsored initiatives such as E-Gov initiatives, Line of Business (LOB) initiatives, and other government-wide initiatives such as Internet Protocol Version 6 (IPv6) and Homeland Security Presidential Directive 12 (HSPD-12).   |
| Configuration Management | The process of managing updates to EA components and artifacts, ensuring that standards are being followed.<br>Source: An Introduction to Enterprise Architecture  |

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| Current View            | An EA artifact that represents an EA component or process that currently exists in the enterprise.<br>SOURCE: An Introduction to Enterprise Architecture  |
| Data                    | A representation of individual facts, concepts, or instructions in a manner suitable for communication, interpretation, or processing by humans or by automatic means.<br>SOURCE: Information Management and Security Sub-council   |
| Enterprise              | An area of common activity and goals within an organization or between several organizations, where information and other resources are exchanged.<br>SOURCE: An Introduction to Enterprise Architecture  |
| Enterprise Architecture | A management practice for aligning resources to improve business performance and help agencies better execute their core missions. An EA describes the current and future state of the agency, and lays out a plan for transitioning from the current state to the desired future state.  |
| Enterprise Services     | Common or shared IT services that support core mission areas and business services. Enterprise services are defined by the agency service component model and include the applications and service components used to achieve the purpose of the agency (e.g., knowledge management, records management, mapping/GIS, business intelligence, and reporting).  |
| Governance              | A group of policies, decision-making procedures, and management processes that work together to enable the effective planning and oversight of activities and resources.<br>SOURCE: An Introduction to Enterprise Architecture  |
| Information             | 1. Information is the result of processing, manipulating and organizing data in a way that adds to the knowledge of the person receiving it.<br>SOURCE: <a href="http://www.orafaq.com/glossary/faqglosi.htm">www.orafaq.com/glossary/faqglosi.htm</a><br>2. Organized data which is understood to have significance and meaning.<br>SOURCE: <a href="http://www.christlinks.com/glossary2.html">www.christlinks.com/glossary2.html</a> |

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| Information Technology                | <p>Any equipment or interconnected system or subsystem of equipment, that is used in the automatic acquisition, storage, manipulation, management, movement, control, display, switching, interchange, transmission, or reception of data or information. The term information technology includes computers, ancillary equipment, software, firmware and similar procedures, services (including support services), and related resources.</p> <p>SOURCE:<br/><a href="http://www.grc.nasa.gov/WWW/Purchase/Section_508_def.htm">www.grc.nasa.gov/WWW/Purchase/Section_508_def.htm</a></p> |
| Line of Business                      | <p>A distinct area of activity within the enterprise. It may involve the manufacture of certain products, the provision of services, or internal administrative functions.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>  |
| Performance Gap                       | <p>An identified activity or capability that is lacking within the enterprise, which causes the enterprise to perform below desired levels or not achieve strategic or tactical goals.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>  |
| Performance Goals                     | <p>Target performance measures and timeframes. Goals should be outcome-oriented and targets should be ambitious. For more information on performance goals, refer to the <i>Government Performance and Results Act (GPRA)</i>, <i>OMB Circular A-11</i>, and the <i>PART</i>.</p>   |
| Performance Improvement Lifecycle     | <p>A three-phase process an agency can use to close performance gaps and improve the overall performance of the agency. The lifecycle is made up of the "Architect", "Invest", and "Implement" phases.</p>  |
| Performance Measurements              | <p>Actual results generated by the implementation of enhanced business and information management solutions. Results are monitored and measured to verify target benefits resulting from the implementation of business and information management solutions.</p>   |
| Program                               | <p>A group of related projects managed in a coordinated way. Programs usually involve an element of ongoing activity.</p> <p>SOURCE: An Introduction to Enterprise Architecture</p>   |
| Program Assessment Rating Tool (PART) | <p>A review of a program to help identify the program's strengths and weaknesses to inform funding and management decisions aimed at making the program more effective. A PART review looks at all factors that affect and reflect a program's performance including its purpose and design; performance measurement, evaluations, and strategic planning; program management; and program results and accountability.</p>  |



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| Program Management Plan | Establishes the overall approach to managing the program. Describes the program, deliverables, related management plans and procedures, and methods used to plan, monitor, control, and improve the project development efforts.   |
| Project                 | A temporary endeavor undertaken to create a unique product, service, or result.  |
| Segment                 | <i>SOURCE: An Introduction to Enterprise Architecture</i><br>Segments are individual elements of the enterprise describing core mission areas, and common or shared business services and enterprise services. Segments are defined by the enterprise architecture.      |
| Segment Architecture    | Detailed results-oriented portion of the baseline architecture and a transition strategy for a portion or segment of the enterprise.   |
| Solution Architecture   | An architecture for an individual IT system that is part of a segment. A solution architecture is reconciled to the segment architecture above it.   |
| Stakeholder             | Everyone who is or will be affected by a program, activity, or resource. Stakeholders for the EA program include sponsors, architects, program managers, users, and support staff.   |
| System                  | <i>SOURCE: An Introduction to Enterprise Architecture</i><br>A collection of resources and activities that has inputs and outputs.   |
| Target Architecture     | <i>SOURCE: An Introduction to Enterprise Architecture</i><br>Describes the future (“to be”) state of the agency in terms of performance, business, data, and services. Contains EA components that do not yet exist in the enterprise.                                   |
| Transition Strategy     | <i>SOURCE: An Introduction to Enterprise Architecture</i><br>A multi-year plan to implement target architecture for all or part of an enterprise. Defines logical dependencies between transition activities and helps to define the relative priority of each activity. |
| Vision Statement        | A summary of how the target business and information management environment are translated and stated as actions guide an organization   |

## **8. APPENDIX C: WORK BREAKDOWN SCHEDULE**

The work breakdown schedule (WBS) for the FY09 Program is contained in a Microsoft Project file posted to the internal Sharepoint page. This file contains the activities and milestones for the EA program.